

==== AVP-Shared Leadership====

ORGANISATIONAL DESIGN AND LEADERSHIP STYLE IN RELATION TO AVP: a short annotated bibliography leading towards a conceptual framework for considering organizational design and leadership style issues in AVP.

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Google Searches

- shared leadership definition
- contingency theory organizational structure
- servant leadership
- shared power

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Shared Leadership

https://en.wikipedia.org/wiki/Shared_leadership

Shared leadership is [leadership](#) that is broadly distributed, such that people within a team and organization lead each other. It has frequently been compared to horizontal leadership, [distributed leadership](#), and collective leadership and is most contrasted with more traditional "vertical" or "hierarchical" [leadership](#) which resides predominantly with an individual instead of a group.^[1]

Bolden, R. (2011). Distributed leadership in organizations: A review of theory and research. International Journal of Management Reviews, 13, 3, 251-269.

<https://hbr.org/2010/05/sharing-leadership-to-maximize>

Harvard Business Review

Sharing Leadership to Maximize Talent

[Leadership](#)

[Marshall Goldsmith](#)

May 26, 2010

With global expansion, intra- and inter-industry restructuring, and increasing numbers of merging organizations, the need for dynamic flexibility and a broad base of knowledge and expertise is greater than ever. Shared leadership, by virtue of its use of the combined best of leaders' abilities, is being tested as one possible solution for meeting these challenging business needs.

What is shared leadership?

Shared leadership involves maximizing all of the human resources in an organization by empowering individuals and giving them an opportunity to take leadership positions in their areas of expertise. With more complex markets increasing the demands on leadership, the job in many cases is simply too large for one individual.

Sharing leadership isn't easy, but it's definitely possible, and in many cases, highly successful. For instance, at a company that creates user interfaces for web design, the role of CEO was too extensive for one leader. As a result, it was split into two positions with equal status and complementary skills sets and responsibilities. After splitting the role of CEO, the leaders built on the new team, hiring experts to head up research and development, architecture and design, and sales. Using the shared leadership model gave these leaders the opportunity to focus on the areas in which they are most talented, to hire team leaders, and thus develop a successful, well-rounded and somewhat "flattened" company versus a more hierarchically structured company. For this organization, flattening has also meant that power, authority, and decision-making are more widely and deeply dispersed, both laterally and vertically, giving each individual an opportunity to show his or her prowess in certain areas of the company. It has meant deferring to others when they have more expertise. This is not always the easiest thing for leaders to do.

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.519.4395&rep=rep1&type=pdf>

Shared Leadership as a Future Leadership Style

- will the idea of the traditional top-down manager be an obstacle?

Master Thesis

Management

Autumn 2008

University of Gothenburg

Abstract

Leadership has always attracted human beings. In this thesis we identify the traditional top-down single leadership as a powerful norm, influencing every leader. With this assumption in mind we have chosen to conduct a literature review where we examine the concept of shared leadership on two levels in order to evaluate the possibilities for the concept to become a new leadership norm.

First, we make an overview of 18 articles and four books in the field. We explore the historical origins of the concept, different definitions, requirements and difficulties of shared leadership. We find that increased complexity and the emergence of knowledge organizations are factors that contribute to the development of shared leadership, while the large amount of prerequisites that have to be fulfilled is an obstacle. We have categorized the prerequisites into three groups; person- related, structural and selection-related, where the personal aspects seem to be the most important to manage a successful shared leadership.

Second, we analyze the findings about shared leadership in terms of institutional theory. We state that

leadership is an area dependent of norms and the institutional environment. Furthermore we emphasize the difference between what people say and what they do and explore the notion of the traditional top-down single leaders as 'the real leader'.

We find that there is a prevailing idea that leaders of tomorrow will not agree with all the demands that yesterday's lonely leaders experienced. We state that the existing norm of the single leadership is strong and investigate how that norm can be changed and expanded in favor of the development and existence of shared leadership. We present four different cases of how shared leadership can be espoused and used in organizations and point out the fact that it does not have to be legitimate to be used. In the future, we predict that shared leadership will exist side by side with the traditional leadership style.

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www.alnap.org/pool/files/carson-et-al-2007.pdf

Academy of Management Journal 2007, Vol. 50, No. 5, 1217–1234.

SHARED LEADERSHIP IN TEAMS: AN INVESTIGATION OF ANTECEDENT CONDITIONS AND PERFORMANCE

Shared leadership refers to a team property whereby leadership is distributed among team members rather than focused on a single designated leader. We examined antecedent conditions that lead to the development of shared leadership and the influence of shared leadership on team performance in a sample of 59 consulting teams. Both the internal team environment, consisting of shared purpose, social support, and voice, and external coaching were important predictors of shared leadership emergence. In turn, shared leadership was found to predict team performance as rated by clients. We conclude by discussing the implications of these findings for team leadership and effectiveness.

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<http://www.sicotests.com/psyarticle.asp?id=187>

Shared leadership

Dr. Simon Moss

Overview

Recent studies indicate that team performance tends to deteriorate when one person is responsible for most leadership functions, such as imparting a sense or purpose, cultivating motivation and engagement, as well as offering support and advice. Instead, teams perform more effectively, fulfilling their goals and targets, when most or all the individuals demonstrate these leadership behaviors (Carson, Tesluk, & Marrone, 2007), referred to as shared leadership.

Description

Definition

Shared leadership describes contexts in which leadership and influence is distributed across the teams (Pearce & Manz, 2005). Some definitions of shared leadership highlight the roles of individuals within a team. That is, shared leadership refers to teams in which many, if not all, the individuals demonstrate leadership, influencing other members as well as providing direction, fostering motivation, and offering support (Carson, Tesluk, & Marrone, 2007 & Pearce & Conger, 2003). The average extent to which each member provides leadership reflects shared leadership.

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Co-Leadership
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https://hbr.org/2015/07/how-to-co-lead-a-team&cm_sp=Article-Links-End%20of%20Page%20Recirculation

Harvard Business Review
How to Co-Lead a Team

[Leading teams](#)
[Rebecca Newton](#)

July 14, 2015

We don't lead alone. We lead with others. The days of the 'Great Man' theory of Leadership – where one sole leader rules over the masses from their ivory tower, are long gone.

Some of us quite literally lead with another person – we co-lead a project, a team, or an organization with a peer. A study by Pearce and Sims (2002), published in *Group Dynamics*, found that shared leadership is a useful predictor of team effectiveness. Other research suggests shared leadership can also lead to greater team interaction, increased collaboration and coordination, as well as novel and more innovative solutions. But while co-leadership can be energizing and rewarding, if the relationship isn't strong, the arrangement can easily become draining and frustrating.

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Contingency Theory of Organizational Design
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Structural contingency theory holds that there is “no one best way,” meaning that no single **structure** or **structural** type is optimal for all organizations. Instead, the **structure** that is most effective is the **structure** that fits certain factors, called **contingencies**. Jan 28, 2013

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http://www.valuebasedmanagement.net/methods_contingency_theory.html
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The Influence of Constraints on Organizations

Contingency theories (CT) are a class of behavioral theory that contend that there is **no one best way of organizing / leading** and that an organizational / leadership style that is effective in some situations may not be successful in others. In other words: The **optimal organization / leadership style is contingent upon various internal and external constraints**.

These **constraints** may include: the size of the organization, how it adapts to its environment, differences among resources and operations activities, managerial assumptions about employees, strategies, technologies used, etc.

Four important ideas of CT are:

1. There is **no universal or one best way to manage**
2. The **design of an organizations and its subsystems must 'fit' with the environment**
3. Effective organizations not only have a proper 'fit' with the environment but **also between its subsystems and**
4. The needs of an organization are better satisfied when it is properly designed and the management style is **appropriate both to the tasks undertaken and the nature of the work group**.

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Servant Leadership

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https://en.wikipedia.org/wiki/Servant_leadership

Servant leadership is both a leadership philosophy and set of leadership practices. Traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid.” By comparison, the servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.

Some see a difference between a leadership philosophy (e.g. “servant leadership” or “[ethical leadership](#)”) and a leadership theory (e.g. functional and [situational leadership](#) theories). The former is a values-based view of how leaders should act whereas the latter is usually a way of teaching leaders how to be more effective.

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Shared Power
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<http://bonnieharris.com/understanding-shared-power/>

..... Relationship is the goal. Good relationships thrive on shared power.

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<http://www.fastcompany.com/3004867/why-sharing-power-work-very-best-way-build-it>
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Why Sharing Power At Work Is The Very Best Way To Build It

Good leaders build a powerful team by sharing power, not by building themselves up (falsely) by imagining they can hoard power personally.
..... I see leaders who imagine that they have more power than they actually do, and don't really distinguish between the fact that their role has power vs. that they are powerful personally.
..... If you take the higher road of sharing power, and building a powerful team beneath you, you actually gain real power. Because you end up with an army of people who will support you and do great things to make the business succeed.

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